

The Artistry of Leadership

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Leadership, in a sense, is a performing art, just like opera, singing or diving. It takes a lot of practice. But there's a body of knowledge and awareness that's very important to go with the practice.

Robert Joss-Dean, Stanford Graduate School of Business

Artistry of Leadership Components



- ♪ **Discovering the “Voice” of Leadership**
- ♪ **Creating Connections**
- ♪ **Appreciation of Multiple Intelligences and Creative Talents**
- ♪ **Reflection & Insight**
- ♪ **Personal Mastery**



Emotional Intelligence



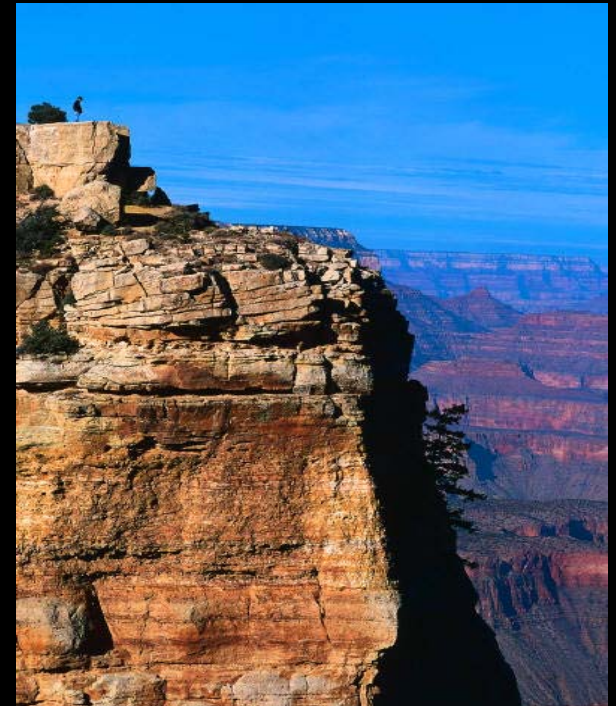
If the driving force of intelligence in twentieth-century business has been IQ, then – according to growing evidence in the dawning of the twenty-first century – it will be EQ and related forms of practical and creative intelligence.

J.D. Mayer & P. Salovey ~
The Intelligence of Emotional Intelligence

Exploration for Development

“Assessment for development” provides leaders with a foundation of intra-personal and inter-personal awareness (Emotional Intelligence).

“Exploration for development” provides a practice field for enhancing & integrating emotional intelligence into the Artistry of Leadership.



As Artist; As Leader-Lesson 1



What if the Best Leaders are Artists

and

the Best Artists are Leaders?

Leader as Artist; Artist as Leader

“Leaders are indeed artists. Just as an effective artist learns to interact with the audience around the performance, an experienced leader strives to understand the actual impact of his expectations and intentions with his audience of customers, direct reports, peers, and superiors.”



“Enhancing one’s awareness of how other people perceive and receive our individual leadership style, provides us the opportunity to expand our understanding of the needs, motivations and aspirations of others.”

Reflections on the Artistry of Leadership
Kevin Asbjörnson-August 2001

As Artist; As Leader-Lesson 2



Recognizing the Actual Impact

versus

Intended Impact of our “Voice.”

Leader as Artist; Artist as Leader

Balancing the desire and expectation of individuals to achieve, along with their need to self-express, may be one of the most significant challenges of contemporary leadership in corporations, not-for-profit organizations, and academic institutions.



Reflections on the Artistry of Leadership

Kevin Asbjörnson-August 2001

As Artist; As Leader – Lesson 3



Leadership is a manner of being which requires practice and discipline; it is a frame of reference towards life, people, & business which requires “sustained attention” to the act of balancing the needs of an individual and expectations of a business.

Leader as Artist; Artist as Leader

“When one’s whole sense of self-worth is riding (only) on performance, it is hard to be at one’s best, spontaneous and emotionally connected.”



“Genuine self-esteem comes from contact with and expression of one’s feelings and needs and having them met, and not from (merely) the possession of certain qualities...”

Diane Austin ~ *The Healing Symbol*

Continuous Partial Attention...



“We now live in an age of what Microsoft researcher, Linda Stone, calls continuous partial attention. I love that phrase. It means that while you are answering your e-mail and talking to your kid, your cell phone rings and you have a conversation. You are now involved in a continuous flow of interactions in which you can only partially concentrate on each.”

“If being fulfilled is about committing yourself to someone else, or some experience, that requires a level of sustained attention,” said Ms. Stone. “And that is what we are losing the skills for, because we are constantly scanning the world for opportunities and we are constantly in fear of missing something better. That has become incredibly spiritually depleting.”

Thomas L. Friedman ~ *Cyber-Serfdom*
Foreign Affairs, 01/30/01

As Artist; As Leader-Lesson 4



Remaining Open to the Possibilities With Inquiry

versus

Closing the Door with Decision.

As Artist; As Leader-Lesson 5

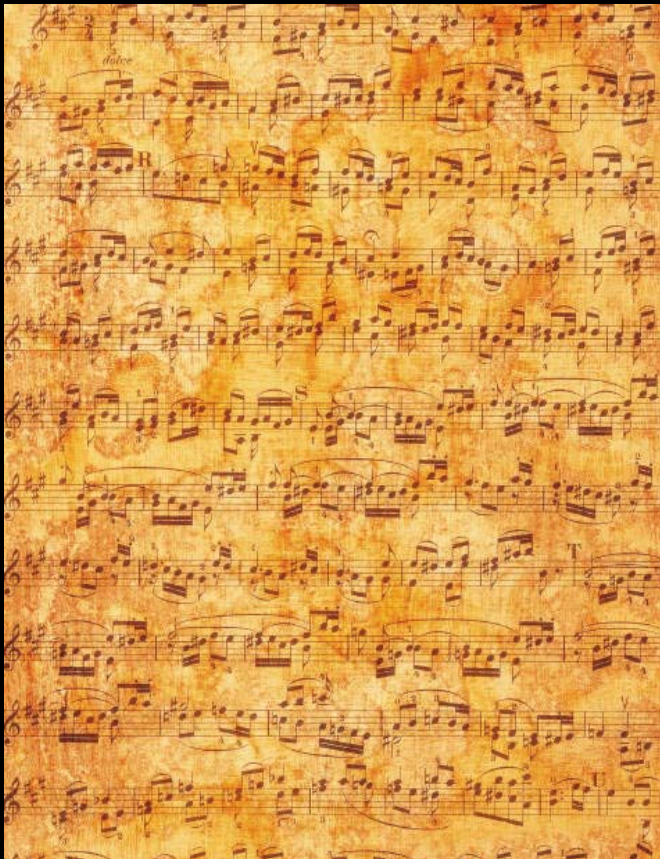


Speaking the Language of our audience & constituents

versus

Expecting our audience & constituents to
Always Speak our Language.

Music, as leadership, are languages of emotions, integration and encouragement...



“For heights and depths no words can reach, music is the soul’s own speech.”

Anita Robertson

“Use (and cultivate) what talents you (and others) possess. The woods would be very quiet (indeed) if no birds sang there except for those that sang best.”

Pathways-Celebrating Excellence

Kando (KAHN'-dōh)

noun. Something that inspires the heart and spirit. That which deeply satisfies. Appreciation. Admiration. An emotional impression or sensational feeling that touches the soul. Emotionally moving.

“For our industry to grow, we must do more than simply satisfy the needs of our customers. We must inspire them to want the things that we produce.”

**Mitsuru “Mick” Umemura,
President of the Yamaha Corporation of America**



As Artist; As Leader-Lesson 6



The “creativity” within leadership is the ability to encourage self and others to consistently produce different and valuable results.

Lynne Levesque ~
*Breakthrough Creativity:
Achieving Top Performance Using The Eight Creative Talents*

Creativity

“Creativity” is an attitude and ability to look at the ordinary and see the extraordinary.

DeWitt Jones ~ *Everyday Creativity*



Whole Person Leadership



“At any one moment in time you often can’t see where your path is heading and logic and intellect alone won’t lead you to make the right choices, won’t in fact take you down the right path. You have to master not only the art of listening to your head, you must also master listening to your heart and listening to your gut. One has to look beyond the immediate choice of it all...”

“...know yourself, be true to yourself, engage your whole self in everything you do. Remember that leadership is not in fact about you, but about the people who you are trying to inspire by unleashing their talents, their hopes, their aspirations. Remember that leadership comes in small acts as well as bold strokes. And last, if technology is your passion, then make sure people are at the heart of your endeavors.”

Carly Fiorina, CEO-HP
MIT Commencement, June 02, 2000

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Interactive Musical Experience Questions

Part 1

1. What image, emotion, scene, or picture comes to mind as you hear this song?
2. What variations do you hear within the song?
3. If you were to give the song a title, what would it be?



Interactive Musical Experience Questions

Part 2

1. What image, emotion, scene, or picture comes to mind when you hear this song?
2. If you had only one question to ask the composer about this song, what would it be?
3. If you were to give this song a title, what would it be?



Interactive Musical Experience Questions

Part 3

1. Create a short story about the song you have just heard.

Imagery:

The scope & depth of significant and meaningful connections with the leader's audience.

*Imagery becomes the “voice”
or “art” of the leader.*






Imaginative:

*The ability to create
Imagery.*



Talent, Senses, and Intelligences...

-  Talent is a gift inherent in everyone; discovering and cultivating one's talent is a skill.
-  Typical senses include sight, smell, hearing, taste & touch. What about intuition & imagination?
-  Typical intelligence of reference today is logical/mathematical (IQ). What about spatial, musical, linguistic, intra-personal, inter-personal, kinesthetic and emotional intelligences?